

Information Operations

Guard on the Border

Freedom Team Salute

The Official U.S. Army Magazine

October 2006
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Soldiers



ROTC's
Proud History



Cover Story — Page 38
Army ROTC cadets learn to work together as a team while attending a summer course at Fort Lewis, Wash.
— Photo courtesy U.S. Army Cadet Command

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SINCE 1916 the Army's Reserve Officer Training Corps has been providing the nation's premier military organization with trained, motivated and capable officers. Army ROTC is currently offered at some 273 colleges and universities, and is the service's largest single source of commissioned officers. For an in-depth look at how future officers are molded at one school — historic Norwich University — check out David Santos' "ROTC's Proud History," beginning on page 38.

President George W. Bush's mid-May request for National Guard troops to help secure the nation's borders had brought some 6,000 troops to the border areas by Aug. 1. For a fascinating report on where and how Guard Soldiers are involved in border protection, see SGT Jim Greenhill's series of articles, beginning on page 24.

This month we also offer stories on information operations, how Soldiers in

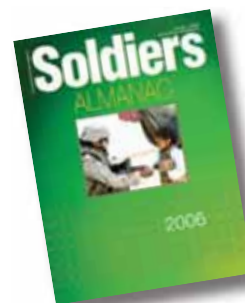
Iraq are kicking the cigarette habit, and how the U.S. Army Corps of Engineers is managing construction projects in Israel as a result of the 1998 Wye River peace accord.

We hope you enjoy this month's offerings.

Steve Harding
Steve Harding
Managing Editor

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Letters from the Field

Kudos on RC Content

YOUR August special issue on the Reserve Component was exceptional. Great range of articles, fantastic photos and the best survey I've seen in a long time of the many and varied jobs undertaken by National Guard and Reserve Soldiers.

Keep up the good work, we appreciate your efforts.

SFC Andrew Cunningham
via e-mail

WHILE I enjoyed your August issue focusing on the Guard and Reserve, I have to point out that both organizations have been seriously over-extended in the past few years.

I understand that the reserve component has to do its part in the war on terror, but there are Guard and Reserve units that are supposed to deploy only once every five years that have deployed twice in three years.

If we keep over burdening them, our outstanding yet overworked Guard and Reserve units will eventually reach the point where they won't be there when we really need them.

Name Withheld by Request
via e-mail

VIP Flyers

I FOUND your July article "Special Passengers, Special Flights" to be very interesting. It's not an aspect of Army aviation that we usually hear about — I was surprised to learn that the Army even has fixed-wing jets.

Thanks for the insights.

James Olert
via e-mail

Army Blue ... Blah?

THE July Message Center piece about how the Army is adopting the new Blue Uniform was interesting, but I can't help but think that the new uniform looks, well, like a new Air Force uniform.

I've always thought Army green had "simplicity, quality, utility and tradition." So why change it?

MSG Arthur Alcott (Ret.)
via e-mail

Translation, Please

IN the "On Point" section of the April issue you ran a photo of some Soldiers questioning grave diggers in Mosul. In the foreground of the picture is a sign or marker with Arabic writing on it that I think expresses an anti-American sentiment.

Don't you screen photos for inappropriate content?

SGT Jacob Wildder
via e-mail

THE marker in the foreground of the picture of the cemetery is, strangely enough, a gravestone. And while our collective Arabic skills are somewhat rusty, as far as we can make out the inscription reads: "In the name of Allah, the merciful and compassionate; All on this may rest in front of Allah's giving and graceful face."

Soldiers values your opinion

To comment, keep your remarks to under 150 words, include your name, rank and address and send them to:

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Iraq

Soldiers assigned to 4th Battalion, 23rd Infantry Regiment, 172nd Stryker Brigade Combat Team, fire mortar illumination rounds in support of a targeting mission in Tal Afar.

— Photo by SSgt Jacob N. Bailey, USAF



▲ Djibouti

Soldiers of the Guam National Guard help each other to reach the ground safely during fast-rope training.

— Photo by MC2 Roger S. Duncan, USN



◀ Bulgaria

Soldiers from the United States, Bulgaria and Romania attempt to evacuate a “wounded” colleague from the attack area of a convoy-ambush training exercise held at the Novo Selo Training Area.

— Photo by Gary L. Kieffer

▼ Iraq

SGT Gail Gray of the 505th Engineer Battalion, 101st Airborne Division, poses beside her D9 bulldozer near Tikrit. Gray helped build fighting positions and the first range for the Iraqi army.

— U.S. Army Photo



▲ Fort McCoy, Wis.

PFC Dave Grever shows USAF Tech. Sgt. Cindy Beaird how to find an azimuth during a combat search-and-air-rescue class.

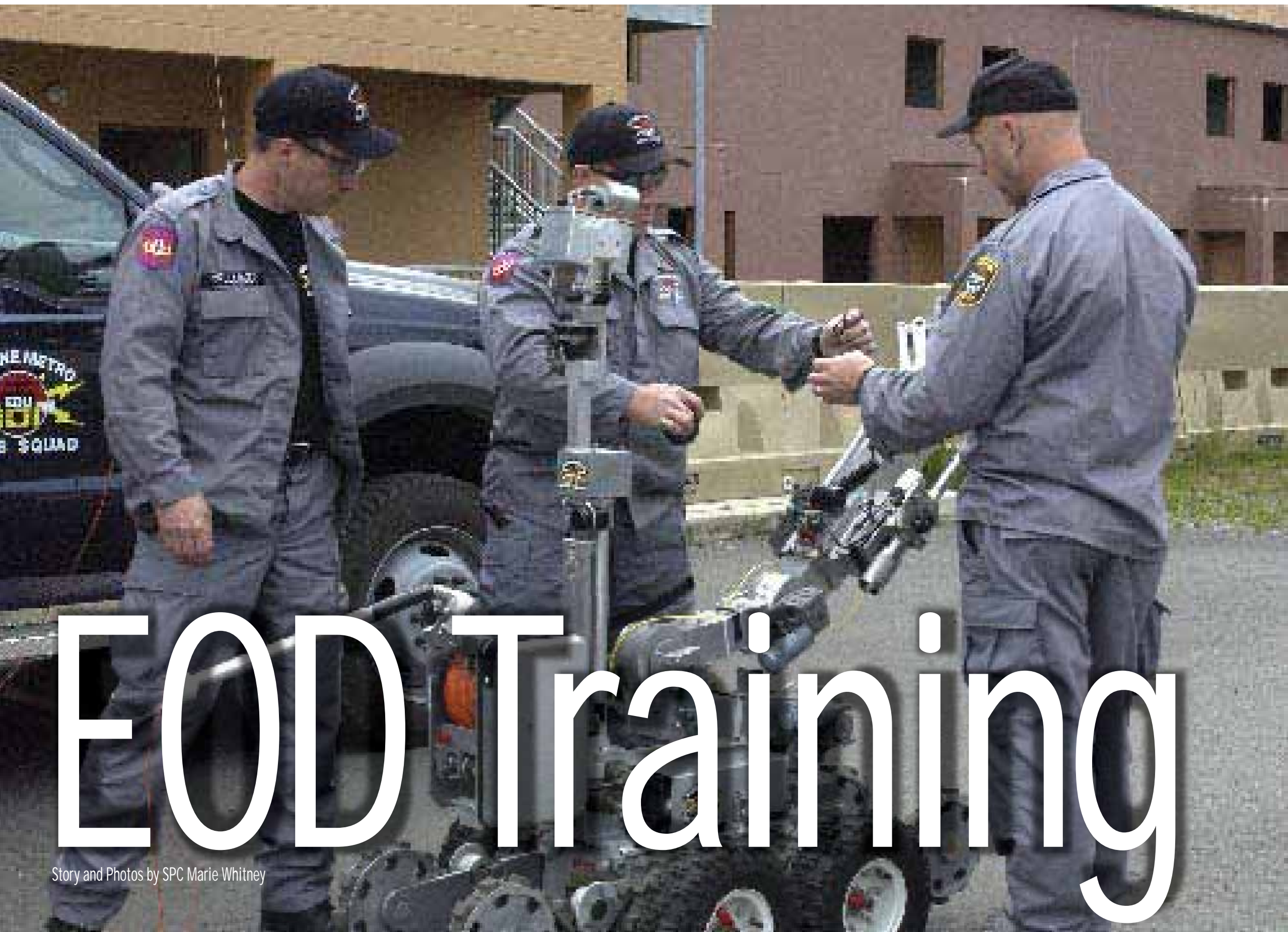
— Photo by MSgt Robert A. Whitehead, USAF

◀ Iraq

Soldiers from the 1st Armored Division search for insurgents in houses located across the street from Outpost 293 in Ramadi, after a mortar attack and gunfire were received on the outpost.

— Photo by Tech. Sgt. Jeremy T. Lock, USAF





EOD Training

Story and Photos by SPC Marie Whitney



▲ SGT Matthew Miller, an EOD technician with the 707th Ordnance Company from Kalamazoo, Mich., practices maneuvering a Packbot robot during exercise Optimized Raven Challenge III at Fort Lewis, Wash.

◀ Civilian EOD teams, including these members of the Eugene, Ore., Metro Bomb Squad also participated in the exercise.

FIRE in the hole! Fire in the hole! Fire in the hole! Thunderous explosions follow. They're sounds not welcomed on the battlefield, but can be commonplace at a training site, especially during an exercise involving explosive ordnance disposal Soldiers.

Such was the case recently during an exercise called Optimized Raven Challenge III at Leschi Town, a training facility at Fort Lewis, Wash.

It was the third consecutive, multi-agency EOD training exercise hosted by the 741st Ordnance Battalion from Tacoma, Wash. The event included Soldiers from the 111th Ord. Group and the 441st Ord. Bn. from Alabama, local EOD teams, Army National Guard EOD companies from across

SPC Marie Whitney is a member of the 122nd Mobile Public Affairs Detachment.



▲ PFC Ryan Taylor of the 707th Ord. Co. prepares a water charge by packing a small container with C4 plastic explosive.

America, and local law-enforcement bomb-disposal units.

"We're trying to provide a dynamic joint-training event for National Guard and active-duty EOD teams and law-enforcement bomb squads, to create a command-and-control training opportunity for the EOD group and battalion staffs," said MAJ Brennan Phillips, executive officer of the 741st Ord. Bn.

Participants spent the first day of the exercise moving equipment from Camp Murray, Wash., to Leschi Town. Soldiers set up a tactical-operations center and honed skills using EOD robots and a device called a Percussion Actuated Non-electric Disruptor, a piece of equipment used for rendering safe unexploded ordnance.

At Leschi, which is basically a small neighborhood of empty buildings used to simulate an urban environment, the terrain was divided into about 11 zones. Various scenarios were created in the different zones,

"My measure of success ... is that we have increased Soldiers' awareness of the changes going on in the EOD field, definitely as it pertains to Iraq and Afghanistan."

replicating situations faced by EOD Soldiers in Iraq and Afghanistan.

By the second day the exercise was in full swing. EOD teams rotated into the different zones to tackle problems ranging from explosives found on a table in a building to a car bomb parked in front of an embassy building.

A chemical problem, an after-action report and an awards ceremony capped off the training.

"My measure of success as a commander is that we have increased Soldiers' awareness of the changes going on in the EOD field, definitely as it pertains in Iraq and Afghanistan," said LTC Maher Abed, commander of the 741st Ord. Bn.

Civilian bomb-disposal specialists and the military EOD teams benefited from the training, Abed said. The civilians got a chance to work with equipment they don't usually work with and experience situations more common in war zones.

"It was also beneficial for the Soldiers and the installation," he said. "Soldiers got to practice the technical skills they'll need on the battlefield. Installation officials tested what turned out to be an effective training plan that will help to train other Soldiers in the future." 📧



▲ SGT Kevin Cooper of the 666th Ord. Co. from Valley, Ala., emplaces a pulley system inside a car. The pulley will allow the EOD technicians to open the hood of the car from a distance by pulling on a rope.

Troublesome IEDs

Story and Photos by SPC Marie Whitney

KNOWLEDGE of a potential enemy's tactics is one of the most effective training aids. And that knowledge is what Air Force Tech. Sgt. Jeff Robertson of the 446th Civil Engineer Squadron — an EOD unit from Roy, Wash. — is trying to share as an instructor at Fort Lewis's Leschi Town training facility.

"Sometimes in Iraq, the insurgents will use one improvised explosive device just to lure our EOD guys into range of a second IED," said Robertson. That same scenario was set up for a team of EOD Soldiers during Optimized Raven Challenge III.

Between two buildings, under debris, trainers set up a deactivated 155mm artillery round with a wire protruding from it to simulate an IED. Some 15 feet from that, a pile of rubble concealed a barely-visible, simulated, remote-controlled secondary bomb.

The EOD team was given word that someone — played by the team's other instructor, SSG Miles Cathers of the 707th Ordnance Company — had spotted an IED under a pile of debris in between two buildings.

Unaware of any secondary devices, the four Soldiers who made up the EOD team — SFC Albert Wass de Czege and SGT Josh Glasscock of the 221st Ord. Co., and SGT Dalton Haddock and SPC Phillip Mason of the 430th Ord. Co. — had to come up with a plan for how to disarm the bomb.

➤ SGT Dalton Haddock (left) and SPC Phillip Mason of the 430th Ordnance Company help SGT Josh Glasscock of the 221st Ord. Co. into a protective suit after their Talon 4 robot was "destroyed" by an IED hidden in a pile of debris.

Their plan involved their Talon robot, which has a camera that provides remote images, allowing the team to see what the robot sees. The robot would carry a water charge — used to create a blast without setting off any explosives — down to the 155mm round and get a look at the situation, before deciding what to do next.

"We're trying to do everything from as far away as possible," said Robertson. "If a robot gets blown up, that's okay; we can replace robots."

Wass de Czege and his team placed a water charge in the mechanical grip of the robot and sent it toward the IED. It located the IED but couldn't provide a good visual on it, so the Soldiers set down the water charge and, using the grip to pull out the wires from the IED, essentially disarmed it.

Questioning whether they fully disarmed it, however, they used the robot's grip to drag away some of the debris left from the charge, starting with an overturned shopping cart.

In doing so, Wass de Czege unknowingly backed the robot into range of the secondary bomb, which was remotely detonated, "killing" their robot.

Without a robot, the team radioed back to the tactical-operations center, requesting another robot, but the TOC informed them

none was available.

"Our robot got blown up, so we have to go into ground mode," said Wass de Czege.

The team pulled out an EOD suit, and Glasscock put it on before walking to the IED site to see what happened.

When he got there, he saw an IED covered in a large piece of scrap metal and the "remains" of their robot under a pile of cinderblocks. He cautiously walked up to the IED and took the water charge that the robot dropped and set it in between the 155mm round and the scrap metal. The team could then blow the metal off the robot to get a better look. After setting off the charge, Glasscock went back out.

Again, he cautiously approached the IED, picked up the piece of metal and moved it farther out of the way so he could get a better look. Satisfied with what he saw, he took the remains of the destroyed secondary bomb back to his team. They'd take it back to an intelligence team for further examination.

They finished up with what Cathers called a "hot wash," basically, an after-action review. Cathers took notes during the exercise and was able to tell the team what it did well and what it did wrong.

Overall, the mission was successful, Cathers said. The team didn't lose anyone. And, like Robertson said, "We can replace robots." 🚫



TALON 4



➤ Glasscock moves a piece of debris aside so he can get a better look at an improvised explosive device that he and his team are trying to disarm.

Strengthening Iraq's Army

Story and Photos by SPC James P. Hunter

IRAQI army troops are playing an increasingly successful role in the ongoing battle against insurgents throughout Iraq, and the credit for much of that success belongs to the U.S. Army military transition teams that are assigned to each Iraqi army

SPC James P. Hunter is assigned to the 49th Public Affairs Detachment, 82nd Airborne Division, and is currently attached to the MNC-I Public Affairs Office.

battalion, to train and advise its troops.

The 11-member MTTs consist of officers and NCOs who have backgrounds in medicine, logistics, communications, administration, intelligence, and headquarters-support and fire-support operations.

The more training and operations the Iraqi soldiers conduct, the better they become at gathering information

from intelligence reports, equipping their troops, planning their missions and executing them, said SSG Tom Miller, a senior scout from the 2nd Brigade Combat Team.

The objective of the MTT is to train and advise Iraqi battalions, so the Iraqis can eventually take over their own battle space, said MSG Brian Klammer, an

Troops of the Iraqi army's 1st Battalion, 2nd Brigade, 8th Infantry Division, practice pulling security during foot-patrol training. The U.S. Mobile Training Team helps train and advise the Iraqis so they can take over their battle space.



▲ Iraqi troops enter a building during military-operations-in-urban-terrain training.

intelligence NCO with Multi-National Corps-Iraq. The more battle space the Iraqis successfully control, he said, the more quickly U.S. troops can leave Iraq.

Soldiers chosen to join the MTT were sent to Fort Carson, Colo., where their teams were formed. They trained and underwent refresher courses in first-aid, patrolling, weapon familiar-

ization, close-quarter combat, land navigation, improvised-explosive-device detection, cultural awareness and basic Arabic-language training.

When the MTT started, U.S. special forces Soldiers initially trained members of Iraq's special-operations forces, Miller said. The Iraqi SOF soldiers in turn became instructors to train regular Iraqi army troops.

The Iraqi instructors are very knowledgeable and bring quite a lot of skill and battle experience to the train-

ing, Klamer said.

"U.S. troops advise the Iraqis' training. We don't try and take control of the unit," Klamer said. "Once we've taken control, we've failed in what we're here to do."

Klamer said the Iraqis have their own way of conducting training and operations, but if his team feels what they're doing won't work, they suggest options that might help get the job done more effectively.

With the support of U.S. Soldiers,

(Continued on page 18)

"We don't try to take control of the unit. Once we've taken control, we've failed in what we're here to do."

Training Iraqi PA Officers

Story and Photo by SFC Tami Reiman

THE eight Iraqi army officers and civilians who recently graduated from the Ministry of Defense Public Affairs Officer Course held at Taji Military Training Base north of Baghdad brought the number of qualified Iraqi MOD PA officers to about 30.

"I think this first course laid the building blocks for a stronger public-affairs capability in the Iraqi Ministry of Defense," said U.S. Air Force Capt. Jeremy L. Eggers, a public affairs leadership-development instructor.

During the three-week course students were taught the fundamentals of public affairs, including writing speeches and news stories, responding to media queries, conducting on-camera interviews and press conferences, and interacting with the media.

The course prepared the students for their final two-day exercise, which incorporated the PA tools the students were taught.

"This course will help selected and trained information officers to deliver timely, accurate information about army activities," said an Iraqi spokesman for the MOD Joint Headquarters. "It will also allow us to reach out to the Iraqi people and international community, to give them accurate information on events occurring in the field."

Eggers said the final phase of the course focuses on performance.

"The final training exercise is one last opportunity for the students to apply all that they have learned during the course. It serves as a confidence builder as much as it serves as a final check on fundamental public affairs skills," he said.

The best part of the final exercise was the press conference, said one student.

"We were able to apply all the information that had been presented to us in theory and apply it in the correct manner. Everybody benefited from the practical exercises," he said.

MSG Ryan Mosier, a course instructor, said the course gives students a basic set of PA skills. Officials of the Multi-National Security Transition Command-Iraq hoped to accomplish several things through this training — train and field qualified officers who can guide the Iraqi army and its commanders in PA operations; find out what works for the class and what can be done differently for future classes; and identify training needs and provide extra training to future instructors.

"As the saying goes, 'The journey of a thousand miles begins with the first step.' Well, we're more than a couple of steps along, but we still have a long way to go," said Eggers. 📧

SFC Tami Reiman is assigned to the MNSTC-I Public Affairs Office.



▲ Students in the Ministry of Defense Public Affairs Officer Course prepare a response to a media question at Camp Taji.



the Iraqis can set up a cordon and raid a building as senior leaders and U.S. troops observe.


Following the mission, the MTT conducts an after-action review with senior leaders.

“The Iraqi instructors are great soldiers, and their regular-army troops are getting better with each operation and training exercise,” Klammer said, “but they are not ready to take complete control.”

Among the reasons is that the Iraqis have never had an NCO corps before, he said. Generally speaking, their officers were in charge of everything.

“We’re working with the officers to better integrate their NCOs into planning processes and actually leading troops,” Klammer said. “Some of the NCOs have been around since the Saddam regime and have plenty of experience to lead troops, but don’t get the opportunity to do so.”

The MTT team is also trying to better incorporate medical, logistics, intelligence and communications assets into Iraq’s military forces.

“When the Iraqi soldiers can receive an order for a mission, plan it entirely, sustain themselves and execute the mission without U.S. assistance, they’ll be ready to take over operations in Iraq,” Klammer added. 

◀ An Iraqi soldier enters a building during MOUT training. He and his fellow soldiers benefit from the skills and experience of both the U.S. MTT members and the senior Iraqi instructors.

Smoke-Free in Iraq

Story by Karen Fleming-Michael

QUITTING smoking was the last thing MSG David Dulen expected to do when he deployed to Iraq in September. The pack-a-day smoker for more than 20 years had considered quitting many times, but his “smoke ‘em if you got ‘em” habit endured — until his wife quit last year.

“I kind of had an incentive then, or maybe it was just a challenge from my wife,” he wrote in an e-mail from Camp Striker, near Baghdad. “The opportunity to quit while deployed to Iraq never crossed my mind; in fact, I told my wife that I would have to wait until after the deployment to start a smoke-free life.”

Long periods of downtime between missions — and readily available, low-cost cigarettes — present a dilemma for anyone wanting to quit while deployed, said CPT Amy Jackson, a physician assistant at Camp Striker.

However, a few Soldiers at the camp of 4,500 troops helped start Dulen on the road to being smoke free when they asked Jackson about a smoking-cessation program.

None was available, so she started one.

“These guys were asking for something that I’m supposed to offer them as a provider,” she said. “I thought it was awesome that they asked.”

In designing the four-week program, Jackson used every possible tactic to help smokers quit. Soldiers

can receive nicotine patches, gum and prescription drugs to help them stave off the symptoms of nicotine withdrawal. They attend classes on stress management, relaxation and the health benefits of quitting. They can also turn to Jackson and medics for suggestions on how to cope when nicotine cravings come.

“I encourage them to drink more water, play games on their smoke breaks, take a walk around their work areas, exercise, read their smoking-aid handbooks, put a toothpick in their mouths after chow instead of lighting up, and to take up new hobbies like reading or watching movies,” she said.

Word of the program spread from buddy to buddy and via information flyers in the dining facility.

Potential quitters can stop by the camp’s medical-aid station any time during the day to enroll in the program. So far, 53 smokers have joined. Sixteen smokers who used tobacco for 203 years, collectively, quit for good; eight of them had smoked for more than 10 years.

Dulen quit Dec. 6. He expected to have withdrawal symptoms — and he did — so he sucked on hard candy and chewed a lot of gum, but not the nicotine kind, because he hated the taste. He also used the prescription aids.

“I used the patches and the pills religiously. I wanted to stay with whatever the program said to do,” said Dulen.

Twenty-six Soldiers didn’t stick with the program, often bailing at the two- or three-month mark. Jackson thinks they’ll quit eventually.

“When I started the program, many

of my peers told me not to be discouraged if the program wasn’t a success, given our environment, mission and stress level,” she said. “I am very pleased with the outcome and am still hopeful for those who attended the course, knowing that the seed has been planted and they may always try again to quit.”

Jackson plans to follow up with her quitters once they return to the States, to see how they’re managing during a time when they may be tempted to smoke.

“Getting back into the ‘old routine’ may include smoking in the car that they used to smoke in before they deployed,” Jackson said. “There will be some nights out on the town, and alcohol and tobacco go hand in hand. If their spouses smoke, it will be difficult to avoid the temptation to smoke, too. A support system that includes a spouse or friends is what may get them past the adjustment period to avoid slipping into old habits.”

Jackson’s work has made a real difference, said MAJ Edward McDaniel, a doctor at Camp Striker.

“Many Soldiers have come to me saying that she has given them a new lease on life” he said. “These Soldiers want to return home to their families happier and healthier. No doubt this is a huge challenge, but many are up to the task.”

Dulen said he’s through with cigarettes. “I no longer have the desire to smoke,” he said. “I have my days where I think I am a little stressed and say, ‘Boy, I could use a cigarette,’ but I don’t smoke, so I believe that I will be smoke free the remainder of my life.”

Understanding Information Operations

Story by Heike Hasenauer

Military Deception



Operations Security

Electronic Warfare



Computer-Network Operations



CONVINCING the “other side” to surrender for its own collective good, encouraging the foe to support U.S. forces by educating them about America’s ideals and purposes — and, ultimately, nurturing friendships with adversaries to help America gain their trust and cooperation — are all impossible without what’s called information operations, said LTC Chuck Eassa, deputy commander at the U.S. Information Operations Proponency at the U.S. Army Combined Arms Center and Fort Leavenworth, Kan.

IO is made up of five components: electronic warfare, psychological operations, operations security, computer-network operations and military deception, said Dane Reves, deputy S-3 at the 1st Information Operations Command at Fort Belvoir, Va.

Psychological Operations

Additionally, military-civil operations and public affairs support a commander’s IO mission, Reves said. That mission could be as basic as preventing an adversary from attacking U.S. personnel in a particular village at a particular street corner, or as complex as helping a commander achieve a national military objective.

Flooding the areas with leaflets dropped from the air (psychological operations, or PSYOPS); using electronic capabilities to protect Soldiers from improvised explosive devices (electronic warfare, or EW); reaching out to local nationals in

their homes and businesses through radio, television and face-to-face meetings (via public-affairs and civil-affairs assets); and protecting U.S. military personnel and the information they receive and exchange (via operational security, or OPSEC, computer-network operations and military deception) are all invaluable toward meeting the commander’s goals, said Reves.

Ten years ago, the 1st IO Cmd. — then known as the Land Information Warfare Activity — “was all the Army had as far as IO,” said Eassa. “Now, much IO work is done by divisions in the field.”

Soldiers of the 1st IO Cmd. provide additional expertise to existing division, corps and echelon-above-corps IO staffs throughout the Army, through IO field support teams, the IO Support Element and regional computer emergency response teams, Reves said.

The command is composed of two battalions. The 1st Battalion provides the IO field-support and vulnerability-assessment teams, as well as the Army’s OPSEC Support Element, while the 2nd Bn. focuses on computer-network operations.

It’s the field-support teams, or FSTs, that go out with units to help them integrate IO into their operations, and vulnerability assessment teams that help identify and correct IO deficiencies and vulnerabilities. The vulnerability-assessment teams return to a unit — after giving it time to correct deficiencies — to try to exploit the earlier-identified weaknesses, Reves said.

➤ Psychological operations are an important aspect of IO. Here, PSYOPS Soldiers hand out informational leaflets while on patrol near Mosul, Iraq.

IO weaknesses could be in the areas of operational security, computer-network defense or physical security, all of which are important to protecting information that affects the safety of U.S. troops.

“Today’s computer age opens doors for a host of problems,” said Reves. One of these, from an OPSEC perspective, is Web log, or blog, sites. Many Soldiers have blog sites from which they write letters about their experiences in Iraq and Afghanistan and post photos online to keep their loved ones informed.

These blog sites provide our adversaries free access to information that often includes unit identifications, unit movement times and routes, and photographs of equipment that they can use to plan and execute attacks, Reves said.

The OPSEC Support Element works to train and familiarize Soldiers about OPSEC, to help them protect themselves.

First IO Cmd.’s 2nd Bn., working closely with the Army



Network Enterprise Technology Command, 9th Signal Command and intelligence agencies, orients on computer-network operations and, in particular, computer-network defense.

Someone is always trying to gain unauthorized access to Army computer networks, Reves said. Second Bn. Soldiers, who are stationed worldwide at regional computer emergency-response-team locations, help Army units protect their computer networks by identifying computer vulnerabilities, implementing protective measures and issuing software “patches” to correct new vulnerabilities.

The 1st IO Cmd. currently has two FSTs deployed to Operation Enduring Freedom in Afghanistan and two in Iraq, in support of Operation Iraqi Freedom, said Reves.

MAJ David Painter, a field-support team chief, recently trained a team of IO specialists that is supporting Combined Joint Task Force-76 in Afghanistan.

“We trained with the 10th Mountain Division at Fort Drum, N.Y., before the division deployed to Afghanistan,” Painter said. “We looked at their IO capabilities.”

Units typically have “general planners who are trained at Fort Leavenworth,” said Reves. “They also have individuals specially trained in OPSEC, and there may be someone in the unit who’s focused strictly on electronic warfare — but no division has an inherent PSYOPS capability.”

The Army’s 4th PSYOPS Group provides most of the

Soldiers of the 1st IO Cmd. provide additional expertise to existing division, corps and echelon-above-corps IO staffs throughout the Army.

PSYOPS teams that support major commands around the world. The teams are composed of active-duty, Reserve and National Guard Soldiers.

As with the 10th Mtn. Div., “We primarily augment the IO assets of other units,” Painter said. The 10th was strong in IO, in virtually every area.

“What we have to do is look at who we want to get information out to, and how do we want to get it there,” said Painter.

MAJ Keith Ramsey, also a FST chief, was deployed to Afghanistan from January to June 2005 to provide support to a special-operations task force. “The task

force’s mission was to gain popular support for coalition forces. We needed to find out where all the country’s civilian radio stations were, and determine each individual station’s coverage.

“The task force was able to do that largely because of the IO reach-back cell’s interface with interagency sources, including the Central Intelligence Agency and the National Security Agency,” Ramsey said.

Supporting the teams that are forward-deployed are IO reach-back cells at Fort Belvoir, which provide invaluable support to the teams forward, Reves said.

LTG David Petraeus, now commander of the Combined Arms Center at Fort Leavenworth, spent two and a half years in Iraq as the commander of the Multi-National Security Transition Command.

In a news briefing in October 2005, just before he assumed his new assignment at Fort Leavenworth, Petraeus said what has been accomplished in Iraq since the transition to sovereignty in June 2005 was remarkable.

“There has been enormous progress in the training of the Iraqi security forces even in the face of a brutal insurgency. Iraqi security-force readiness has continued to grow with each passing week.”

He additionally lauded the equipping of Iraqi forces; infrastructure reconstruction; addition of indig-

Operations security is also a vital part of IO. Here a military police Soldier and her Iraqi interpreter monitor computer activity.

Interacting with the local population — in this case, Iraqi school children — allows PSYOPS Soldiers to help gain popular support for coalition forces and their missions.

enous units in the fight; construction of schools and re-establishment of training academies as “remarkable.”

These positive changes would not have resulted without the behind-the-scenes work of the information-operations community, Reves said.

What’s not widely publicized is how information operations, in conjunction with public-affairs and civil-military operations, plays an important role in virtually every success story, Reves said.

“IO tends to focus on a decision-maker,” Reves added, “from a common Soldier to a national leader.” Commanders use the five IO assets to target a particular person or group to achieve a desired result.

“The IO officer may say, ‘I want the adversary soldier not to engage me, and this is how I want to accomplish my goal using the five IO assets available to me,’” Reves explained. To complement his IO assets, the IO officer would turn to the public affairs officer for support in getting media coverage of U.S. support to the Iraqi people and others that reinforce the U.S. resolve, as repeated on many occasions by President George W. Bush, “to stay the course.”



The playing field in IO is not fair, said Reves. Because while the United States and its coalition partners may use the Internet to get messages out to the local population, or may broadcast messages through donated radios to ensure the Iraqis or Afghans are receiving information, the insurgents, too, have similar access to the Internet, radio stations and print publications.

Information operations is “a science and an art,” said Reves, “which allows us to use information by putting all the IO pieces together to create a positive and beneficial effect.”

Today, in the Iraq and Afghanistan theaters, “we’ve provided IO assistance to help units on their ‘beats,’” Reves added.

As an example, “We were able to put together a city study of Baghdad, to help Soldiers understand who the IO players are — the local city officials — and ultimately help the commander on the ground achieve his IO mission by understanding IO sensitivities,” said Reves.

The bottom line is that the Soldier on a street corner in Iraq and Afghanistan is, himself, an IO tool, Reves said. “He can communicate to the locals that he’s there to protect them and improve their lives, which in the end is not only favorable to them, but also to us.”

Without the benefit of information operations, America’s intervention in hostile regions of the world could not have positive outcomes, Army officials said. 🇺🇸

Providing medical care to local civilians is another facet of psychological operations — and thus of IO — in that it helps create bonds of trust and understanding.



Jeremy L. Wood



Guard on the Border

Story and Photos by SGT Jim Greenhill

NINETY years ago, the New Mexico border town of Columbus was the flashpoint for the last significant raid on the continental United States before the terrorist attacks of Sept. 11, 2001. Now Columbus is hosting some of the first National Guard Soldiers who are helping to make the border between the United States and Mexico more secure.

Chasing Villa

After 500 bandits, led by Francisco “Pancho” Villa, killed 10 Columbus residents and 14 Soldiers on March 9, 1916, thousands of U.S. troops descended on the dusty settlement three miles north of Mexico.

Led by GEN John Pershing, the Soldiers hunted Villa. The U.S. cavalry used horses in combat for the last time and motorized vehicles and airplanes for the first time during that campaign.

A New Challenge

Now, New Mexico Guard Soldiers of the 2nd Battalion, 200th Infantry Regiment, are using trucks and helicopters to conduct a peaceful mission — they’re helping U.S. Border Patrol agents secure the country’s southern border against illegal immigrants, as part of Operation Jump Start.

The legal flow of people and goods from Mexico into the United States is

SGT Jim Greenhill works at the National Guard Bureau Public Affairs Office.

◀ Guard members of an entry-identification team man a post on Johnson Mountain, N.M. The “skybox” tower provides a higher vantage point and contains observation equipment.





▲ PFC Jacob Ellington of the Arizona Guard's 1st Bn., 158th Inf., scans video feeds from cameras monitoring the Yuma, Ariz., sector of the border.

a fixture of daily life for residents of southern New Mexico. Traffic merges into one lane and filters through an inspection station near mile marker 121 on Interstate 10. The interstate takes travelers west from the Border Patrol's El Paso, Texas, Sector headquarters.

All traffic stops for a similar checkpoint at mile marker 13 on Highway 11, which runs from the border with Mexico through Columbus and 30 miles north to Deming.

The Guard members work in support roles, freeing Border Patrol agents to screen or intercept more people.

"We're fully integrated with the Border Patrol," said LTC Eric Judkins, commander of the 2nd Bn., 200th Inf. Regt. "It's truly a team effort."

Operations run around the clock, every day, and are divided into three overlapping shifts. Activities vary. Twenty illegal immigrants were sighted and the Border Patrol apprehended 13 one day in June. Seventeen were

spotted the next day, but none were apprehended, according to records tracked at the Deming National Guard Armory.

The Guard unit counted 325 sightings of illegals through June 19, and Border Patrol agents had apprehended 121 people.

Soldiers and agents say there's an element of cat and mouse to watching the border. As the presence of troops helps reduce attempted illegal crossings in one trouble spot, activity moves elsewhere.

Troops use surveillance techniques. So do smugglers, who set up their own observation posts, sometimes on the U.S. side of the border, and try to learn the Guard's and the Border Patrol's tactics and routines.

A network of people smugglers — known as coyotes — and drug runners even conduct their own probes of border defenses.

"We are intimately familiar with the border issues," Judkins said. "It is intrinsically more important to us than it is to a lot of other states. It's hard to understand the magnitude of the

problem without seeing 184 miles of open desert."

In southern New Mexico there is no river to separate the countries. Often, there's not even a fence. In places, the border is defined by parallel dirt roads on each side of a slight berm or depression.

On June 18 SPC Griselda Rivera watched the border from an observation post on Radar Hill. The 24-year-old criminal-justice student from Las Cruces, N.M., has volunteered to extend her stay beyond her two weeks of annual training.

"The purpose of the mission motivated me to volunteer," Rivera said. "I feel proud to help out the Border Patrol — to be here for them and for my country."

The landscape Rivera surveys from the armored, air-conditioned "skybox" has a harsh beauty — rocky ridges punctuating flat desert, where "dust devils" pick up sand and race across the horizon.

Irrigated crops on the 100,000-acre Johnson Ranch that borders Mexico make a bright patch of green on the

"The purpose of the mission motivated me to volunteer," Rivera said. "I feel proud to help out the Border Patrol — to be here for them and my country."

dusty tan landscape. Locals say that one settlement immediately south of the border serves as a stopping point for smugglers and would-be illegal immigrants.

The illegals walk through prickly pear cacti and thorny mesquite bushes, sometimes carrying backpacks or water jugs.

"Everybody here's been real great, so it's been kind of easy for me," said SSG William Duffer, the NCO in charge of Rivera's position.

Duffer dropped bottled water into an ice chest and contemplated what he would tell a Soldier or Airman volunteering to support Operation Jump Start who has never been to the border.

"It takes a few days to get used to the heat," he said. "People who come out to do this work need to start drinking a lot of water a week or two in advance. Your hands and your lips get dry. The wind and dust just thrash your nose and eyes and everything else. When the wind kicks up a little bit, it's like standing in front of an open oven."

Agents' Eyes and Ears

When Rivera sees something from her skybox, she calls the Border Patrol. The National Guard doesn't apprehend people. It gathers intelligence to help the Border Patrol agents who will deter the migrants or detain them.

Then Rivera calls a Guard field tactical-operations center set up under a camouflage net next to the Columbus Border Patrol office.

SPC Jacob Bermudez receives reports of "activity" that include such

information as the number of illegals and whether they were walking, driving or being dropped off someplace. Additional information includes their location, what they were wearing, the time, and what equipment or weapons they were carrying.

The Guard members at the field operations center also are helping to make sense of individual intelligence reports by learning more about illegal immigration patterns, what areas stand out as particularly vulnerable, and whether there are daily or seasonal variations in the number of attempts to cross the border illegally.

For the Soldiers in the field, shifts start at the Deming Border Patrol Station, where supervisors brief Guard members and Border Patrol agents about the latest sightings, weather, and logistics or communications issues. A Border Patrol slogan declares the station "America's frontline."

Deming has had the highest illegal-immigrant traffic in the Border Patrol's El Paso Sector and the third highest in the nation, according to news reports. The illegals are trying to

work their way north to Deming and Interstate 10.

The New Mexico Guard Soldiers have focused on 24 miles of the border, where crossings were particularly high.

Support for the Border Patrol also takes place back at the Deming National Guard Armory, where dozens of Soldiers sleep on cots.

1LT Gary Stewart commands the 729th Field Support Company, which provides the cooks, maintenance, transportation and fuel for the 2nd Bn., 200th Inf., Soldiers and for the Border Patrol.

Unit members have refueled Border Patrol vehicles, pulled a truck out of the desert sand, loaned a generator and worked side-by-side with agents maintaining vehicles.

"Just in logistical support alone, the Border Patrol is seeing a result," Stewart said.

Lessons learned will help follow-on rotations of Soldiers and Airmen. For example, Stewart moved a maintenance team closer to the border to reduce the down time for vehicles



► Soldiers of the New Mexico Guard's 2nd Bn., 200th Inf., load up before dawn for transportation to a section of the U.S.-Mexico border south of Deming.

Eyes in the Sky

Story by SGT Jim Greenhill

and equipment, by having mechanics closer to the action.

By June 30, 2,500 Army and Air Guard members were in the four Southwest-border states, supporting the operation.

“The National Guard is on track to provide up to 6,000 Guard personnel in support of Operation Jump Start,” said LTG H. Steven Blum, chief of the National Guard Bureau.

The Border Patrol is part of Customs and Border Protection in the Department of Homeland Security. Agents patrol 19 sectors in the continental United States — four of them along the U.S. border with Mexico.

“We are not militarizing this area,” said SSG Harold Baker, as he watched the border in the 97-degree heat from Johnson Mountain in southern New Mexico. “We’re saving lives.

“The more people we can stop from trying to cross 30 miles of desert with only a gallon of water, the more lives we can save,” Baker said.

Through the first week of June, 31 people had died in the Border Patrol’s El Paso Sector this year, according to news reports.

Leading the Way

The 185 men and women of the New Mexico battalion are among units leading the way in Operation Jump Start, the result of President George W. Bush’s recent decision to send National Guard members to help watch the international border from California to Texas.

The lessons they learn will help other units. Their cooperation with Border Patrol agents and local residents will set the tone. They’re helping to write the procedures for future Soldiers and Airmen to follow, National Guard officials said.

“New Mexico’s plan is to continue what we’ve started here and then grow the mission out,” Judkins said. 🇺🇸

THREE men scurry around mesquite bushes in the open desert near Radar Hill, N.M., close to the U.S. border with Mexico.

Just north of the border everything is seemingly quiet, and the night is pitch black. Little do a group of men who are running through the desert know that a National Guard Soldier, in the comfort of an air-conditioned, armored “skybox,” and using night-vision equipment is tracking their every move.

The Soldier, a member of the New Mexico National Guard’s 2nd Battalion, 200th Infantry, calls the Border Patrol, which dispatches two agents in trucks to the scene as he provides the team directions and keeps the men — possibly illegal aliens or drug smugglers — in sight.

Meanwhile, some 200 feet up in the sky, CW3 Christopher Lowe flies a National Guard OH-58 helicopter.

About a minute away from the suspicious activity, he hovers, careful to minimize the whump, whump, whump of the helicopter’s blades.

Lowe is on a different mission from the one executed by the Soldier in the skybox, said his co-pilot, 1LT Mark Williams. “Our primary mission is to assist the Border Patrol with its detection and apprehension of drug traffickers.”

The National Guard has been assisting federal, state and local law-enforcement agencies on the border for years. Troops involved in a variety of missions have graded roads, built fences, erected powerful lights and cameras, and conducted operations to help stem the flow of illegal drugs into the United States.

“We provide the helicopters that civilian law-enforcement agencies may not have,” Lowe said. “We cover the nights for them.”

On this night, even though Lowe was flying a counter-drug mission — since he’s only a minute away from another mission in which he can help

— he responds to radio traffic.

“We can’t tell from the air whether a group of people near the border are drug traffickers or illegal aliens,” Williams said. “You never know what they’re carrying or what their purpose is.”

Lowe heads for Radar Hill, while Williams watches a screen that displays images acquired by a night-vision device attached to the helicopter’s belly.

The pair is able to fly because of the night-vision goggles mounted on their helmets — goggles that turn the night from dense blackness, punctuated by stars, into an eerie, green-tinted landscape on which they can see every bush and on which people show up like glowing ghosts.

First, the Guard aviators watch the Border Patrol agents get out of their vehicles and search the desert with flashlight beams that sweep left to

◀ A National Guard Soldier of Company A, 1st Battalion, 158th Infantry Regiment, stands watch on a ridge overlooking the U.S.-Mexico border near Nogales, Ariz.



▲ A Soldier scans an area of the border near Nogales. Up to 40 percent of Operation Jump Start troops are expected to be armed for self-defense.

right and back again.

On the screen Williams sees something white in the bushes. The aviators turn on a 30-million candlepower beam called a Nightsun that's mounted beneath the chopper, as they direct the agents to the material.

The white stuff turns out to be a false alarm. It's trash. The pilot turns off the beam, and the agents continue searching. Williams scrutinizes his screen and spots three vaguely human forms lying on the ground. Sure this time that something's amiss, he again helps the agents find a path through the desert scrub to check it out.

"Turn left," he radios to the ground. "Stop. Turn 180 degrees back."

The light comes on again, and the three roving men freeze. Border Patrol agents move in and apprehend them.

As quickly as he arrived on scene, Lowe banks the helicopter away, returning to his counter-drug mission.

While Lowe's primary concern is

drugs, a gallon jug of water sits in the back of the chopper. "That's not for us," he said. "That's for illegal aliens." He's seen dead people in the desert, and he's about saving lives, whether by impounding drugs or staving off dehydration.

Sometimes would-be illegals flag down the National Guard helicopters because they're desperate for water, Lowe said.

In those situations, the crew shows the people on the ground the water jug, drops it a safe distance away, then resumes hovering, guiding in Border Patrol agents for the apprehension.

On this night, the crew helps the Border Patrol apprehend people seeking to violate the nation's borders. By watching from the sky,

► A Texas Guard Soldier accompanies a Border Patrol agent and his working dog at a checkpoint near Laredo, Texas, as they check a vehicle for contraband or concealed people.

the crew has helped ensure the safety of the Border Patrol agents.

Three people may have been saved from death in the desert. Or perhaps the night's work resulted in less cocaine or marijuana on U.S. streets.

That's exactly the way the National Guard's assistance to the Border Patrol is supposed to work: Soldiers and Airmen providing the eyes and ears for agents who are better able to apprehend people who violate America's borders, Guard officials said. 🇺🇸



Jump Start Status Report

DRIVERS at an Interstate 35 inspection station north of Laredo, Texas, clearly take note of the National Guard Soldiers who are helping U.S. Border Patrol agents scrutinize every northbound vehicle.

In other places — such as a maintenance shop at the Border Patrol's Laredo North Station, the horse stables at the Del Rio Station, or the communications center in Yuma, Ariz. — the Guard Soldiers and Airmen aren't as visible to the public.

But the National Guard is definitely there. Up to 6,000 troops participating in Operation Jump Start were reportedly on duty along the 1,300-mile border in four states, from Texas to California, on Aug. 1.

The National Guard has exceeded its own operational goals, said LTG H. Steven Blum, chief of the National Guard Bureau.

Governors of the border states were promised some 800 troops by June 15; more than 1,000 were delivered. And about 2,800 troops were in the border states — about 300 more than promised — by the end of June.

The \$770 million operation in support of the U.S. Customs Agency and Border Patrol agency, which could continue for up to two years, followed President George W. Bush's mid-May request for the Guard to help strengthen the border.

"This is truly a civilian law-enforcement operation that we happen to be in support of," Blum said.

Border Patrol agents, residents in border communities and Guard members themselves seem pleased.

"I'm really glad that they're helping us," said Senior Patrol Agent Antonio Parra, who in mid-July was training a Soldier to operate border cameras from a room in the Laredo North Station. "It helps get more agents in the field."

A man at an I-35 rest area called out to a Guard Soldier wearing an Army combat uniform. "Thank you," he said. "I'm glad the Guard is on the border."

PFC Michael Perry of the Texas Guard's 249th Maintenance Support Battalion, 36th

Infantry Division, said he'll work as a welder for the Border Patrol at the Laredo North Station as long as they need him.

Guard members are fueling and maintaining Border Patrol vehicles, easing a maintenance backlog at some stations. They're working as wranglers for Border Patrol horses and are observers in the Border Patrol's communications centers, watching dozens of screens that relay images from border cameras. And while they're deliberately separated from suspected illegal immigrants and drug runners, they monitor booking-facility control rooms where people who are apprehended are taken.

Additionally, the Guard Soldiers and Airmen are drilling wells that will make water more accessible to Border Patrol agents.

The Guard is backing up the Border Patrol agents who stop traffic to check for illegal entrants to the United States and run detection dogs around vehicles. The Guard is also building patrol roads and fences; adding lighting, cameras and sensors; conducting aerial reconnaissance and providing transport, medical assistance and communications support.

About 2,500 troops will be on entry-identification teams.

"They basically observe people coming across the border day and night, using night-vision goggles and Global Positioning Systems," a Guard official said. "They radio that information to the Border Patrol, so that agents can intercept those people, determine whether what they're doing is criminal or not, and then take the law-enforcement action necessary."

Guard members are reaching out to the communities where they're serving, reassuring residents that the Guard is not militarizing the border. Through their actions, they're also demonstrating the variety of skills possessed by Soldiers and Airmen.

In Laredo, Guard leaders have attended community luncheons, talked to community groups, met with elected and appointed leaders, and volunteered for a blood drive, a

charity fundraiser and other events.

The National Guard hasn't put 6,000 armed National Guard Soldiers on the border as a show of force, said Blum. The Guard is supporting a homeland-security, U.S. Customs and Border Protection operation.

Guard officials said Guard Soldiers and Airmen will likely be on the borders for up to two years, as the Border Patrol — the nation's largest federal law-enforcement agency — increases its force from about 11,000 to more than 17,000 agents.

Many of the more than 3,300 Guard Soldiers and more than 270 Airmen who were in the border states in July have volunteered to serve for as long as a year. And many of them are working in their own states.

"It's good that people in Texas are taking care of Texas," said SPC Erika Hinojosa of the 436th Chemical Company as she directed tractor-trailer trucks through a Border Patrol checkpoint.

As this story went to press, more than 30 states had signed memoranda of agreement to support Operation Jump Start, and no governor has declined to help, Blum said.

Although Guard commanders and Border Patrol agents say they have had to learn each others' languages, the National Guard and the Border Patrol have much in common.

The two groups have worked together for 20 years, Blum said.

Some Border Patrol agents are Guard members, and it's not uncommon to see framed pictures of agents serving overseas in military uniforms or Employer-Support-of-the-Guard-and-Reserve certificates honoring the Border Patrol on their stations' walls.

Agents and Guard members share demanding training requirements, and both groups are familiar with the military-style culture, Guard officials said. The Guard personnel receive additional cultural-sensitivity training, education in the rules of force and other training for Operation Jump Start. They also undergo background checks. — SGT Jim Greenhill



USACE in Israel

Story by Lou Fioto Photos by Brian H. Temple

"Sababa."

This modern-day Hebrew slang word — its meanings range from "excellent" to "no worries" — has become familiar to many of the U.S. Army Corps of Engineers' Europe District's employees in Israel.

Lou Fioto and Brian H. Temple work for the North Atlantic Division of the U.S. Army Corps of Engineers, Europe District.

"Best office I've ever worked in," said project engineer Bob Sommer, who has 35 years in government service. "The teamwork here has been phenomenal."

Sommer and his colleagues managed 40 projects on 13 Israeli installations and completed some \$37.5 million in construction in fiscal year 2005. From construction on a Black Hawk helicopter hangar to a high-tech air force command facility, he said, this

tempo was sustained, in part, because of his Israeli colleagues.

Approximately a two-hour drive north of the Corps' Southern Program Office sits the Nachshonim Storage Base, a \$125-million base 40 minutes east of Tel Aviv.

A small city in the desert, it consists of 210 buildings on 400 acres of land, connected by 14 miles of asphalt. It took four years to construct and was turned over to the Israel Defense Forces in December 2005.

Nachshonim is the largest project in the Corps' Wye River Program — an outgrowth of the 1998 Wye River Memorandum between the Palestinian Authority and Israel — and supports the IDF's relocation of troops out of the West Bank, in continuing efforts to help stabilize the region.

The base is designed to help store Israeli military equipment for decades. With specialized storage units keeping control of humidity and dust levels, this base stores supplies, vehicles and

◀ This hangar for Black Hawk helicopters at Hazerim Air Base is part of the \$44 million in construction being managed by USACE for the Israeli Air Force.

Nachshonim was the largest project in the Corps' Wye River Program, and supports the relocation of Israeli forces out of the West Bank.

▶ Steelworkers assemble the rafters that will support the roof of the Black Hawk hangar at Hazerim.

other equipment for reserve artillery, infantry and armored brigades that will fall in on their equipment in the event of a rapid deployment.

Michael Roach, originally from the Corps' Norfolk District, is the resident engineer for Nachshonim. He and his family moved to Israel four years ago.

He said the project-delivery team was varied, with many Corps employees coming from the East Coast, and from Germany, to work with the Israeli construction team.

The Corps has a long history of service in the Middle East. It oversaw billions of dollars of work in Saudi Arabia in the 1960s and early 1970s, and has been working in Israel since the Camp David Peace Accords in 1979. 🇺🇸

▶ Workers install pre-cast electrical vaults for the new Black Hawk hangar, which replaces an older maintenance bay.

▼ Nachshonim Storage Base, a \$125 million facility east of Tel Aviv, was turned over to the Israel Defense Forces in December 2005.



OPERATION

Tribute to FREEDOM

Story Courtesy Army Public Affairs

EVERY day, Soldiers risk their lives in operations that help protect the freedom of all Americans.

Whether they are veterans of operations Enduring Freedom, Iraqi Freedom or Noble Eagle, all returning Soldiers have stories to share. Operation Tribute to Freedom, or OTF, provides a way in which they can connect with the American people through local, regional and national speaking and recognition-event opportunities.

"I take pride in having the opportunity to share the Army story and my own experience through the events I've participated in," said MSG Pennington Walker of the Army Reserve's 81st Regional Readiness Command. Most recently, Walker spoke about the role mentorship has played in his Army career at a panel discussion for the 100 Black Men of America's 20th Anniversary Conference.

In its third year of existence, OTF has had great success, according to Army officials. As of August, the effort has recognized more than 500 Soldiers in front of 13.1 million Americans at 153 events.

"The popularity of the program with both Soldiers and the public grows daily," said COL Garrie Dornan, director of the Army Outreach Division. "OTF regularly receives requests for our Soldiers to participate in activities that range

from recognitions during the "Good Morning America" Summer Concert Series, to speaking opportunities with such organizations as the national and state chapters of the Future Farmers of America."

Soldiers who sign up to participate in the OTF program are given the tools they need to be successful. Speeches are provided on a variety of topics that range from Veterans Day to answering the call to duty. Soldiers with particular expertise — such as leadership or engineering skills — are frequently requested to speak.

OTF works with event organizers to pair the right Soldier with the right recognition or speaking opportunity. Many event organizers want Soldiers who will share their personal stories of their service in Iraq or Afghanistan, providing an opportunity for their communities to thank the Soldiers for their dedication to their country.

"Speaking to groups helps people realize the Soldiers they see on television are just like the ones standing in front of them — they're just like me," Walker said.

If you are a Soldier with a story to tell, visit the Speaker Service portion of the OTF Web site at www.army.mil/otf, or send an e-mail to tributetofreedom@hqda.army.mil.



Share Your Story.



WWW.ARMY.MIL/OTF

Operation Tribute to Freedom (OTF), a Department of the Army outreach program, is always looking for Operation Iraqi Freedom, Operation Enduring Freedom and Operation Noble Eagle veterans who are willing to share their experiences with the American public through speaking and recognition opportunities. In the past year, OTF has engaged Soldiers in a variety of speaking and recognition events including:

- Good Morning America Concerts
- College Bowl Games
- U.S. Army All-American Bowl
- XM Satellite Radio Hot Import Nights
- Fourth of July Celebrations
- National & State FFA Conventions
- American Legion Conferences
- Community Speaking & Recognition Events

OTF events are excellent opportunities to speak and be recognized on both local and national levels. For more information, call (703) 693-7641 or e-mail tributetofreedom@hqda.army.mil.

THIS month's Sharp Shooters showcases the talents of Paula J. Guzman, photographer for the Joint Multinational Training Command Public Affairs Office in Grafenwöhr, Germany. 🇺🇸



- ◀ Soldiers at Grafenwöhr stand in formation beneath the post's flagpole.
- Hiking, volksmarching and wandering are a normal part of German life. Many Americans — including these people in the woods near Mantel — also enjoy Germany's natural wonders.
- ▼ Sunlight filters through the misty morning air as Soldiers perform training exercises near Grafenwöhr.

Submitting to Sharp Shooters:

Digital images sent for submission should be a minimum size of 5x7 inches and a resolution no less than 300dpi.

Direct your email submissions to:
Subject line: Sharp Shooters
Soldiers@belvoir.army.mil

Conventional photo submissions for Sharp Shooters should be mailed to:

Photo Editor, Soldiers
9325 Gunston Road, Ste. S108
Fort Belvoir, VA 22060-5581

All submissions must include an introductory paragraph and captions.



- ▲ Ammunition forms intricate patterns of movement, revealing a different view of the nature of the projectiles.
- ▲ A crew from 1st Battalion, 94th Field Artillery, fires a Multiple Launch Rocket System round during live-fire training.



ROTC's Proud History

Story by David Santos

Jay Ericson



ON college campuses across America, young men and women enrolled in the Reserve Officer Training Corps are conditioning their bodies, committing to a common set of values and learning to become the leaders of tomorrow's U.S. military services.

While each branch of the military has ROTC programs at various colleges and universities across the country, the Army was the first to institute ROTC, in 1916.

Today ROTC is the Army's largest single source of commissioned officers, said Paul Kotakis, a spokesman for U.S. Army Cadet Command, which oversees the network of ROTC programs nationwide. The Army ROTC program is currently offered at some 272 colleges and universities.

ROTC, offered as an elective, introduces students to Army life by way of an intensive leadership program. Students normally participate in the program during their freshman and sophomore years without any obligation to join the service. Along with providing leadership training,

David Santos works in the Office of Communication at Norwich University.

▲ Three cadets practice their team-building skills as they work their way through a demanding station on the confidence-training part of the Leader Development and Assessment Course at Fort Lewis, Wash.

◀ Norwich cadets waded through the Dog River, which runs through the campus, during "Rook" orientation training.



David Santos

The adjutant prepares to lead Norwich University's Corps of Cadets onto the parade field.



▲ Military training became available on many campuses after the Civil War. Here, members of the military faculty at MIT gather for a portrait.

ROTC offers a host of programs that can pay for college tuition.

Most appealing to many students is the fact that ROTC cadets who complete the program are commissioned as officers in the Army upon graduation.

The tradition of military instruction on civilian college campuses in America began in 1819, when CPT Alden Partridge established the American Literary, Scientific and Military Academy, now known as Norwich University, in Northfield, Vt. A former superintendent of the U.S. Military Academy at West Point, N.Y., he believed that the defense of the nation was better left to well-educated “citizen-soldiers” than to a “regular” army of professional officers.

Norwich University focused its instruction on military science and training, but also offered some of the first courses in civil engineering and agriculture taught in the United States.

➤ Following World War I, ROTC instructors became increasingly visible on college campuses. In this 1928 photo, cadets at Purdue University learn to operate a period artillery piece.

Influenced by Partridge, U.S. Rep. Justin Morrill of Vermont introduced the College Land Grant Acts of 1862 and 1890, also known as the Morrill Acts. The legislation proposed offering states land to sell, with the proceeds used to establish institutions to teach technical and industrial skills, agriculture and military tactics.

The Morrill Acts created a host of state universities, traditional military colleges such as Texas A&M and such Ivy League schools as Cornell University.

By the 1900s the nature of armed conflict was changing. At the same time, military leaders realized that



▲ Cadets apply their knowledge of team dynamics and leadership during the Leader Development and Assessment Course at Fort Lewis.

the country needed trained officers in greater numbers than the military academies and other traditional military campuses could produce.

Past initiatives could not keep pace with the larger numbers of officers now needed to defend the United States. In 1916, with World War I raging and the need for military officers greater than ever, the National Defense Act was created.

The legislation also spurred the establishment of the Reserve Officers’

Training Corps. As part of the National Defense Act, the ROTC bill firmly established the program in much the same form as it is known today.

“One of the most important things The National Defense Act did was establish the Organized Reserve Corps,” said Dr. Arthur Coumbe, co-author of the book “U.S. Cadet Command – the 10-Year History.”

Military training was a part of student life at the Massachusetts Institute of Technology from the first day of classes in 1865. In 1917, just as the United States was entering World War I, MIT established the Paul Revere Battalion, which is believed to have been the first official Army ROTC unit in the nation.

That same year Cornell University was completing construction on its Drill Hall building, which housed the U.S. Army School of Military Aeronautics, instead of an ROTC unit. Both the Army and Navy established training schools on the campus during the war, as Soldiers and Sailors replaced Cornell students who went overseas.

➤ ROTC programs not only provide future officers with essential military skills, they also impart vital principles of leadership and teamwork.





◀ Members of the ROTC Tar Heel Battalion at the University of North Carolina at Chapel Hill look on as two comrades tackle a confidence-course obstacle.

According to university records, the school provided 4,598 commissioned officers to the war effort, more than any other university in the nation.

One of the ROTC program's greatest challenges was the mobilization of a vast number of personnel during World War II. From 1940 to December 1941, when America entered the war, 80,000 men had joined the Organized Reserve Corps. This group was the core structure around which the Army was built. Most of those who answered the call to action were ROTC graduates.

As the war ended, the ROTC program's potential for amassing a large number of trained officers became apparent. The Army began to change the focus of ROTC from producing a large officer reserve pool to developing the majority of active-duty and career officers the service needed.

In 1948 the Selective Service Act encouraged thousands of students to enroll in ROTC so they could fulfill their military obligations as officers. The Distinguished Military Graduate Program was also introduced, allowing top-qualified ROTC graduates to receive regular Army commissions.

Through the coming years, Army leaders worked to improve the

◀ A cadet attending the Fort Lewis course plots out his next move during land-navigation instruction.



▲ A student coxswain provides encouragement and direction as cadets row their RB-15 inflatable boat through a water obstacle course at Fort Lewis.

program's military science curriculum, to bring the training more in line with service requirements. But ROTC still wasn't bringing in the number of lieutenants the Army hoped to acquire.

In 1964 the ROTC Vitalization Act introduced scholarships as an incentive that would attract more and more educated, talented young people to the program. But as the 1960s wore on, the program faced severe challenges.

During the latter half of the decade civil rights and anti-war protests were the order of the day on America's college campuses. Many ROTC offices were the focus of anti-war sentiment, since they were the most visible signs of an unpopular war.

In 1970, during the widespread student protests at Ohio's Kent State University, the ROTC building was set on fire and four students were killed by indiscriminate National Guard rifle fire.

Three years later the U.S. military

was transformed when a number of historic initiatives were adopted. A presidential commission created the all-volunteer force, and compulsory military service was ended. Women were admitted into the ROTC program for the first time, and within two years more than 29 percent of the corps was female.

As the Army continued to invest in the program, enrollment rose steadily.

In 1986 the U.S. Army Cadet Command was established at Fort Monroe, Va., to bring a new level of support and oversight to the program. The command provides policy, direction, curriculum development, instructor training and scholarship administration. It has also forged a new image and fostered esprit de corps throughout the vast network of ROTC units across the nation.

One early initiative was the introduction of the ROTC insignia.

The symbol, in Army black and gold, features a sword, lamp and helmet framed with the words "Leadership Excellence."

Since 1920 more than half a million Army officers have been commissioned through ROTC. Billed as one of the best leadership programs in the country, Army ROTC has provided a solid management foundation for generations of Americans who have been successful in both military and civilian life.

From the Black Bear Battalion of the University of Maine to the University of Hawaii's Warrior Bn., the tradition is alive and well.

Today, the Army ROTC program produces more than 60 percent of the Army's active-duty second lieutenants, with Norwich University this year commissioning the second highest number of officers of any other school in the nation — second only to West Point. 🇺🇸





West Point

Glee Club

Story and Photos by MSG Lisa Gregory

THE sounds of cadets singing military songs have been heard on the grounds of the U.S. Military Academy at West Point, N.Y., since 1802. Today those same sounds — and more — can be heard by audiences enjoying a concert by the Cadet Glee Club.

The Cadet Glee Club gave its first concert at the academy in March 1903, the year it was organized. In 1933 the club became an official extracurricular

activity with 25 singers. Today the club boasts 80 members and performs some 50 concerts a year.

“Every member is selected by audition,” said Constance Chase, club director for seven seasons. “Sometimes we invite students who’ve never sung in a chorus or choir, but maybe played in their school orchestra, and they usually have great skills to bring to the glee club.”

In a five- to six-minute audition,

Chase looks for voice quality and performance skill, as well as how quickly the cadet can respond to vocal direction.

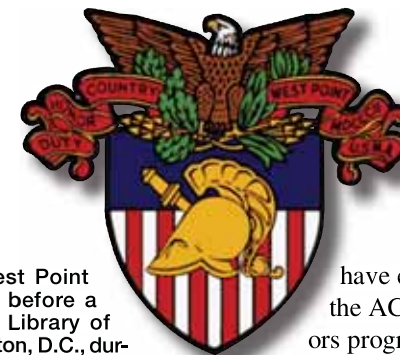
Auditions can be very competitive as well, Chase said. “We are allowed only 80 members. In the fall of 2005 we had 28 openings and more than 100 cadets trying out for them.”

For those who land a spot with the club, it’s a rewarding experience. “I’ve always sung, and I was pretty

excited to be able to join the club,” said Stephanie Sefren, of the class of 2009. “I just love music and this year we have a larger female core section so we get to perform selections of music the club has never done before.”

Chase, also a voice teacher and accomplished soloist, said of all the club’s performances, being invited by the White House to perform at ground zero in New York, one year after the Sept. 11, 2001, terrorist attacks was,

“Cadets with the West Point Glee Club rehearse before a performance at the Library of Congress in Washington, D.C., during their spring 2006 concert tour.



have earned six places in the ACDA Collegiate Honors program in recent years,” said Chase.

Other honors include the opportunity to sing at Carnegie Hall, the Kennedy Center, the Library of Congress, and at the Fiesta Bowl in Phoenix, Ariz., and perform for President George Bush Sr.

“Recording ‘Mansions of the Lord’ for the movie ‘We Were Soldiers’ was a tremendous experience” said Chase. “We’ve also recorded a CD and DVD titled ‘Stand Ye Steady.’”

“One thing about the cadets that I find personally gratifying is the camaraderie they have long after they graduate,” Chase said. “I get e-mails or letters from some of them after they’ve graduated and they tell me they ran into another glee club graduate somewhere in the world and that it meant so much to them. That makes me very proud.”

for her, the most moving.

“We were among the first non-rescue groups to be allowed into the area, along with the family members. To be in that place and talk with the families who had lost loved ones was an extremely moving experience,” said Chase.

For the cadets, concerts away from the academy are experiences to remember. During their spring 2006 concert tour they had the opportunity to perform an impromptu concert at the Vietnam War Memorial in Washington, D.C.

“It was so much different for me than just visiting the memorial,” said Jeffrey Bordenave, of the class of 2009. “You can’t describe the emotions you feel until you’re actually there singing for the visitors and watching them. It was very inspiring for me, especially as a soon-to-be young military officer.”

“To be at the memorial and sing ‘America the Beautiful’ really tells the story of Duty, Honor, Country. It was an honor for me to be there and do that,” said Jonathon Andrade, president of the glee club and a member of the 2006 graduating class.

Chase said the cadets’ appreciation for what they do through the glee club is common.

“Their dedication to the club and their studies is amazing. They rehearse twice a week and work hard to maintain their grades and class standing so they can travel with the club,” she added.

As the glee club continues to grow, so does its list of honors. “We have had great success since we began encouraging the cadets to audition for programs outside the academy. Cadets



▲ Cadet Jonathon Andrade, president of the West Point Glee Club, places a copy of the club’s CD and DVD “Stand Ye Steady” at the Vietnam Veterans Memorial during the club’s visit to Washington on the 2006 concert tour.

Fitness

PROGRAM EVALUATED

THE U.S. Army Research Institute of Environmental Medicine, along with the U.S. Army Center for Health Promotion and Preventive Medicine and the Army Physical Fitness School, has initiated a two-phased study to investigate potential weight and muscle loss in Soldiers deployed to Afghanistan.

The study has been prompted by Soldier observations and anecdotal evidence of weight and muscle loss, said Marilyn Sharp, a research health-exercise scientist in the Military Performance Division at USARIEM.

Soldiers in Afghanistan are often on physically demanding terrain in high-altitude conditions, which can stress the heart and lungs. The loss of muscle mass and weight could impair Soldiers' ability to carry out their missions.

Physical readiness training strengthens muscle groups that enable Soldiers to perform their duties more efficiently and with fewer injuries, Sharp said.

The data collected from the five fitness tests and questionnaire included in the study will be used to create a database capturing each Soldier's overall physical

SSG Kyle Davis



condition. The Soldiers will go through the five fitness tests again upon their redeployment. — *Army News Service*

For more information about USARIEM, visit www.usariem.army.mil.

DOD WORKS TO REDUCE MILITARY SUICIDES

SUICIDE rates in the military are about half the number of those in the general military-aged population for the same age groups, but the Department of Defense is reaching out to its members to help further reduce the number of suicides within its ranks, a DOD official said.

The suicide rate for military members during 2005 was 11 per 100,000, said Dr. David Tornberg, deputy assistant secretary of defense for clinical and program policy.

Each of the services has its own tailored suicide-prevention program. But all the programs make mental-health support and suicide prevention available to service members before, during and after deployment.

Medical screenings that include mental-health factors, given before and after deployments, help identify people in distress. During deployments, mental-health-support teams and chaplains provide support. Unit leaders are trained to recognize telltale signs and steer their troops to the services they need.

Service members often form the first line of defense, looking out for each other. When a Soldier is concerned that a buddy's in trouble, Tornberg advises the Soldier to ask the buddy if he or she is considering suicide. If so, the person should be encouraged to seek counseling. If that doesn't work, Tornberg urges people to go to their unit leaders, chaplains or mental-health professionals with their concerns.

Troops returning from deployments go through a reintegration process that includes briefings about difficulties they may encounter re-entering society, and communicating with their families and friends.

— *American Forces Press Service*

Well-being



Veterans

ANSWERING THE CALL OF WOUNDED VETERANS

THREE Operation Iraqi Freedom or Operation Enduring Freedom veterans were recently hired under the Army Materiel Command's "Always a Soldier Program," allowing them to continue to serve their country and support their comrades as Army civilians.

The Always a Soldier Program helps wounded or injured veterans find jobs within the Army Materiel Command.

Through the program, veterans can now receive continued support beyond active-duty service. The program helps wounded veterans transition from military to civilian employment.

Wounded or service-disabled veterans can sign up for the program by submitting a resume to www.alwaysasoldier.com or to a program manager. — *ARNEWS*

For more information, visit www.amc.army.mil/alwaysasoldier or www.afsc.army.mil for application information.

Health

HELPING SOLDIERS COPE WITH COMBAT

SOLDIERS who undergo the most intense, realistic training before deploying to combat areas tend to experience the fewest associated mental-health problems, according to the Army's surgeon general.

Troops returning from combat deployments demonstrate that preparation for actual events helps steel them for the stresses they inevitably face. Soldiers who were the most distressed said they needed more, tough training.

Deployments — particularly those that expose troops to prolonged combat — stress even the most healthy troops. Some will need short- or long-term counseling upon their return from the field to help with their transitions.

Some 15 to 30 percent of Soldiers returning from Iraq experience symptoms of post-traumatic stress or other mental-health issues.

Uniform Supply

ARMY DIRECT ORDERING

SOLDIERS deployed in support of operations Enduring Freedom and Iraqi Freedom can replace worn-out Army combat uniforms and accessories online using the Army Direct Ordering program at <https://army.kyloc.com>.

The Web site provides instructions on setting up an account, submitting orders and selecting an approving official.

ADO is for replacement only, not initial issue. Units can enroll and use ADO after their first 30 days in theater. The unit must request to be disenrolled 45 days before it redeployes. The U.S. Postal Service ships the items directly to units' supply personnel seven to 14 days after the order has been validated.

To enter the site, Soldiers need to supply their AKO addresses and their unit name. — *ADO PA*



Early diagnosis and treatment is the key to keeping these symptoms in check and preventing them from becoming full-blown disorders. Toward that end, the Army provides its members mental-health support that begins before they deploy, and continues throughout their deployment and after they return home.

As it provides more mental-health services to its members, the Army is helping to erode the stigma that has long been associated with seeking such services, officials said. — *ARNEWS*

A Senior Soldier

CINDRA Smith knew there was something wrong when she arrived home from work late one night and had a phone message from the Red Cross.

"When I called them back I was told to wait by the phone and expect a call," she said. "When I got the phone call they said my daughter had been shot in the back during an improvised explosive device attack in Iraq."

PVT Tracy Branton, Smith's oldest daughter, was a mechanic on a convoy that was hit by IEDs. Branton was shot when she and her fellow Soldiers got out of the vehicles to inspect the area. Now 21, Branton is 70 percent disabled. Her injuries include some paralysis.

"I remember being angry," Smith said. "As parents, we always try to look for someone to blame. But knowing that she was doing something she believed in and wanted to do helped me get over that."

As the oldest Soldier in Co. C, Smith is called "Mama" by some of her fellow Soldiers.

After Branton was injured, Smith's 20-year-old son, James Pritchard, decided to join the Army to become an infantryman. He attended basic and advanced individual training at Fort Benning, Ga., and is serving in Iraq with the 1st Infantry Division.

When the Army raised the cap on its acceptance age from 35 to 40 and then 42, Smith made a life-changing move. She joined the Army just shy of her fortieth birthday.

SGT Eliamar Trapp is assigned to the Public Affairs Office at Redstone Arsenal, Ala.



At the time this article was written, PFC Cindra Smith was a member of Company C, 832nd Ordnance Battalion, 59th Ordnance Brigade, attending AIT to become an explosive ordnance disposal specialist.

"If I can save another parent from getting the same phone call I did, then I will have done everything I came in to do," Smith said.


Smith said joining the Army has given her a better understanding of what her children have been through. Her journey through initial entry training, however, was harder than it is for most. While attempting to rappel off Victory Tower, a 65-foot obstacle, Smith fell and fractured her hip in five places.

"I only missed one training event after I fell," she said. "I completed all the road marches and ran with my company. I might not have been the first one in, but I finished all the company runs."

As the oldest Soldier in Co. C, Smith is called "Mama" by some of her fellow Soldiers. She doesn't mind, though. Fellow Soldiers called her "Grandma" in basic training.

"She is a mother to everyone around here," said PFC Kim Schoonover. "She gives us advice when we need it and scolds us when we're doing something wrong. If we're messing around in formation, she'll tell us to straighten up and everyone listens to her, because she's older and we know she's right."

"I am as proud of her as I have been of any of my other Soldiers over the course of two years," said SSG Lee M. Hallman, Smith's drill sergeant. "She had firsthand knowledge of what she was getting into, and she chose to join the Army anyway. She's a highly motivated Soldier who sets a great example for all of our Soldiers."

"I'm looking forward to deploying," Smith said. "I believe it will give me a better understanding of what my children have experienced. Also, there are so many new IEDs being found out there every day. I commend those Soldiers who have been putting their lives on the line each day for our country. It would be an honor for me to dismantle IEDs with them. I could be saving the life of someone's father, daughter or mother." 



Welcome Returning U.S. Army Veterans *Now it's* *VA's* *Turn* *to Serve*

*To care for him who shall have
borne the battle and for his
widow, and his orphan...*
Lincoln said it – VA lives it

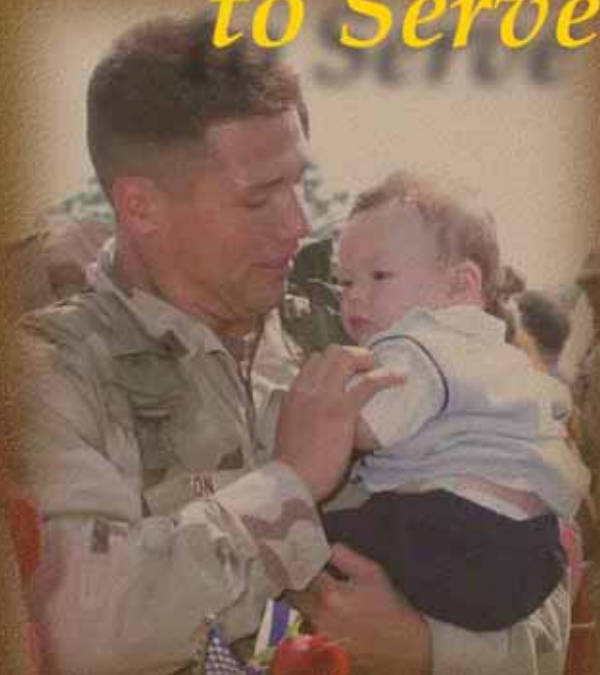
For the best possible care,
call your VA Point of Contact:

For VA health care, contact your nearest
VA medical center or call 877-222-8387

For counseling and community support,
contact your nearest Vet Center

For information about education,
compensation, home loan and other
benefits, call your VA Regional Office
at 1-800-827-1000

All the above and more available
on the Web at www.va.gov



MICHAEL OLIVERO

JOINED THE ACTIVE ARMY

PROTECTED OUR TROOPS FROM THEATER BALLISTIC MISSILE ATTACKS IN SAUDI ARABIA.

JOINED THE ARMY RESERVE

ANALYZES THREATS TO HELP PREVENT
TERRORIST ATTACKS IN THE U.S.

BECAME A CIVILIAN

HIRED AS A HIGH-ALTITUDE AIR DEFENSE
EXPERT IN THE PRIVATE SECTOR.

WE'LL KEEP YOU MARCHING FORWARD.

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ARMY RESERVE

Since joining the Army, Michael Olivero has come a long way. Through personal strength and firm resolve, he took the skills he learned on Active Duty and in the Army Reserve and used them to start a successful civilian career. You can do the same. By joining the Army Reserve, you'll continue to serve your country, plus get a bonus, extra paycheck and the chance to train near home. Learn more about SPC Michael Olivero and how you can build a future filled with possibilities. Visit goarmyreserve.com/michael or call 800-USA-ARMY.

